A Force Management Update

A Quarterly Newsletter of the Army Force Management School   April 2010

TAA Update

1.   The Army Structure Memorandum 12-17 (December 15, 2009) has been distributed. ARSTRUC 12-17 captures the Total Army Analysis (TAA) 2012-2017 results. The ARSTRUC is directive in nature and distribution is limited. Just a reminder, ARSTRUC 12-17 addresses all components, with a focus on expanding adjustments to the FY2010 through FY2017 active component (AC) force structure initiated in TAA 10-15. The primary focus being, to balance AC force structure within the authorized total strength. The ARSTRUC Memorandum will serve as a baseline for the Program Objective Memorandum (POM) 2012-2017 Force and TAA 14-18.

2.   Force Management Review 2013-2017 (FMR-13-17) guidance was issued 8 March 2010 by the Director, Force Management (G-37/FM). The guidance provides an overview of the process, the purpose of FMR 13-17, general guidance, and discusses parallel activities associated with FMR 13-17. The guidance includes the time line for FMR 13-17 and TAA 14-18. Recent supplementary guidance deferred the FMR 13-17 Resourcing Panels and Council of Colonels to an undetermined date, pending completion of work on related senior Army leader initiatives.

3.   The following have force structure impacts during FMR 13-17 and TAA 14-18.

> A. QDR distributed.
> B. Army Posture Statement (APS) distributed.
> C. Change in mission in Afghanistan.
> D. TRADOC TOE redesign.
> F. OSD directed force structure actions.

Jim Camp

R Documentation

Have you heard the term "R Documentation" bandied about before and wondered what it meant? What it directly refers to is a new TOE edition, the letter "R", so look for it in Table of Organization and Equipment numbers and in Standard Requirement Codes. It follows the "G" edition TOEs, which are first and second generation modular force designs. "R" editions then are the third generation of modular force design.

R Documentation grew out of a TRADOC study in the summer of 2009 by Task Force 120, so named because of the number of days they had to complete their tasks. Among the things they did was to embark on a sweeping review of all modular TOEs, called the Force Design Assessment. Their goal was to maximize the efficiency (read that as reduce spaces) while maintaining the same capabilities. As an example, they recommended consolidating the chemical defense function at battalion level by eliminating the function at company level, losing a few spaces long the way. The reduction in the division headquarters design is significant. The recommended unit strengths were played in TAA 12-17 and resulted in saving almost 13,000 spaces in the Active Component alone, which were then used to pay other bills.

TRADOC adopted a bold approach to the problem, and eventually recommended changes to over 600 TOEs! The last of those recommendations were approved just a few weeks ago at HQDA G-37/FM and now the US Army Force Management Support Agency has the unenviable task of revising most of the Army's TOEs and MTOEs. Along with changing all TOEs and MTOEs to the Global Force Management – Data Initiative format, USAFMSA is overwhelmed. The GFM-DI initiative predated the R Documentation initiative, so while all R Documentation TOEs are in GFM-DI format, the TOEs already converted to GFM-DI will have to be revised to reflect the Force Design Assessment. Other than Out-Of-Cycle documents, the first R-edition documents you'll see show up in FY11 with full implementation over the following few years.

To identify how it will impact your command, check the Army Equipping Enterprise System at https://www.afm.army.mil. Using the latest SAMAS or SACS TAEDP database, choose a staff book on the left side of the page, check the Modernization Tab for converting units (Action Code "C") to find out which FY they convert in and then check the Unit Tab for that FY to see if the SRC has an "R" in it. When comparing current FY strength to future FY strength, remember that after a year or two, the system no longer reads MTOE strength (from the Base TOE with some number of Basis Of Issue Plans applied), but that it reads the Objective TOE strength, which is normally higher than the eventual MTOE strength. While there are exceptions, R Documentation normally translates to fewer personnel in a given unit.

Dave Retherford

Student Read-A-Head

Based on student input, we have updated the Read-A-Head packet. We have observed an increase in the Diagnostic Scores and the Exam #1. You will find the updated version on the AFMS website. The Read-A-Head will be available for all registered students for all of the courses on the website.

Jim Camp

The Army Equipping Enterprise System (AE2S) Update
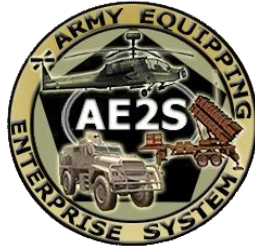
1.   The easy to use Staff Books and Functional Books are updated weekly with the latest equipment on hand information and monthly for cost and force structure information.

> **DATA SET:** The MONTHLY HIST (monthly historical data set) file for Staff Books and Functional Books has been updated to provide equipment on-hand information for AUG 2009 thru MAR 2010 and personnel on-hand information for AUG 2009 thru FEB 2010. The Expert System history file was also updated with equipment and personnel on-hand data for SEP 2000 through FEB 2010.

2.   No equipment ratings presented on NIPR AE2S are based on AR 220-1. The ratings are based on authorizations and overall equipment fill levels. These ratings are intended to provide analyst a means to highlight potential issues, not replicate the USR process. If you need AR 220-1 ratings, please visit the SIPRNET AE2S site at http://afm.us.army.smil.mil.

The Army Equipping Enterprise System has an expanded help and training portal that is accessed from the AE2S homepage https://afm.us.army.mil. The new and improved AE2S Training Portal allows users to choose an application from the left menu to access self-paced training modules and help tools.
If your agency is interested in an instructor-led training event, select the training request link and state training needs or specific questions that you would like to discuss. Help with any of the applications of the Army Equipping Enterprise System call DSN 654-2768 (preferred) or 703-704-2768 or e-mail the help desk at afm.help@us.army.mil.

Joe Albert

Concept Plan Guidance

The DCS, G-3/5/7 has distributed the Concept Plan Guidance memorandum on 31 March 2010. The memorandum supplements Army Regulation 71-32 and supersedes the HQDA, G-3/5/7 Concept Plan Guidance, dated 7 September 2006. The memorandum outlines the Army Force Management policy for concept plans, thresholds for concept plan submission, HQDA responsibilities, guidelines, and continues the use of the Command Implementation Plan. Enclosures include: Concept plan guidance, preparation, contractor documentation, in-sourcing of Contract Manpower Equivalent (CME) to Department of the Army Civilian (DAC) conversion, manpower analysis and the evolving arena of Documentation of Contractors.

Jim Camp

Institutional Adaptation

Office Of Business Transformation. The Office of Business Transformation will be at full operating status by the end of FY 2010. As you might be aware, General Order (GO) 2010-01 established the Office of Business Transformation (OBT). The order is dated 5 February 2010. The order confirmed the establishment of OBT on 9 April 2009. Additionally, the Enterprise Task force, the Office of Institutional Army Adaptation (OIAA), and the Business Mission Area were consolidated and realigned as the OBT. OBT is an Army Secretariat activity within the Office of Secretary of the Army, reporting directly to the Under Secretary of the Army in his role as the Army's Chief Management Officer (CMO).

The CMO serves as the senior advisor to the Secretary on all Army business transformation matters. The CMO is charged with effective and efficient organization of the Army's business operations and business transformation.

Fifth Core Enterprise (CE). As the Institution Adaptation effort continues to mature and evolve, we will highlight changes as necessary. During January 2010 the Army Enterprise Board met twice. One of the items resolved was the issue of interface between the Core Enterprises and the Army Leadership. A fifth enterprise was announced: The Army Management Enterprise (AME). We have not seen an approved change to the graphics, as yet.

Jim Camp

New AFMS Course Names and Acronyms

Some of the Army Force Management School course names have been changed, along with the acronym. Here is a listing of the current force management courses offered by the Army Force Management School.

Previous Course (Crs)Name	New Crs Name	Acronym/duration
Advanced FM Crs	Army Force Management (AFM) Crs	AFMC (4 wks)
Basic FM Crs	AFM Orientation Crs	FMOC (2 wk)
AO Force Integration Crs	Action Officer Force Integration Crs	AOFIC (1 wk)
GO/SES Crs	General Officer/Senior Executive	GOSE (1 wk)
Army Joint Staff Officer	Joint Staff Officer Crs	JSOC (1 wk)
CSM FM Crs	CSM/SGM Force Management Crs	CSMC (1 wk)
AMC Crs	AMC Operations Crs	AMCC (1 wk)
G-4 Action Officer Log Crs	Action Officer Logistics Crs	AOLC (1 wk)
ARNG Crs	Army National Guard Crs	NGBC (2 wks)
FA50 Q Crs	FA50 Qualification Crs	FA50Q (14 wks)
Joint Staff Officer Training Crs	(No change)	JSOTC (3 days)

Course schedules, class dates, scope, attendance qualifications and syllabus are available on the Army Force Management School web site. Instructions for registration and points of contact are also found on the webs site.

COMPLIANCE WITH DODD 1200.17

TRANSFORMING THE ARMY'S RESERVE COMPONENTS INTO AN OPERATIONAL FORCE

On 6 April 2010, the Assistant Secretary of the Army (Manpower and Reserve Affairs), Thomas Lamont, forwarded a report entitled "Transforming the Army's Reserve Components into an Operational Force" to the Under Secretary of the Army and the Vice Chief of Staff, Army. The report is dated 29 March 2010 and establishes four goals associated with the subject matter of its title – (1) Efficient delivery of medically ready and trained Soldiers to RC units (2) Incentive (s) (sic) programs to sustain family and employer support for the Guard and Reserve (3) Policies for utilization and integration of the Total Force and (4) Investments in RC unit management programs and collective training.

The report takes a two pronged attack to achieve the four stated goals. The first line of attack centers on legislative proposals for the upcoming "Unified Legislative Budget (ULB)" cycle. And the second line focuses on presenting significant Reserve Component policy issues to inform the Under Secretary of the Army and influence the Secretary of the Army during the 12-17 POM BES build.

Following a brief Executive Summary and a stage setting Introduction, the report addresses the question of why transform concluding that "*transforming the Reserve Components into an operational force provides an opportunity for the Army to provide the most cost effective Total Force and mitigate any decline in resources by investing now in the most cost efficient portion of the Army's Total Force.*"

After expanding on the four goals or "desired outcomes" listed above, the report sets forth six "topic" areas addressing legislative or policy initiatives to effectuate the transformation of the Army Reserve Components to an operational force.

Topic #1 covers the "Total Army Training, Transient, Holding, and School (sic) (TTHS) Policy". The report highlights the fact that all three Army components manage their TTHS accounts differently and argues that personnel management would be enhanced by establishing a "universal" TTHS approach. This approach should apply the same reporting rules to all three components and should drive right sizing of TTHS accounts proportionate to component end strength.

The report identifies four possible courses of action and recommends the approach requiring ASA (M&RA) to draft a legislative request for increasing Compo 2 and Compo 3 funded end strength by FY13 to enhance their TTHS utilization. Pending congressional action on the request, all components would use the same TTHS distribution rules. The report also recognizes an FY11 Army National Guard "TTHS pilot program" to be assessed by Army.

Topic #2 addresses "Medical and Dental Readiness Management Policies and Programs". The report identifies the eight medical readiness categories that comprise the "Fully Medically Ready (FMR) state - Dental Readiness, DNA, HIV, Immunizations, Periodic Health Assessment (PHA), Percent Not Pregnant, Medically Non-Deployable (MND), and Limited Duty Profile (LDP). The report indicates that the Army Reserve and Army Guard were 52% medically ready on 1 March 2010. Both well below the Department of Defense minimum standard of 75% and goal of 100%. The report highlights the fact that existing medical evaluation programs and the new Army Selected Reserve Dental Readiness System (ASDRS) address 5 of the 8 FMR categories yet are POM funded for only 77.6% of critical requirements. Further the report notes that there are no existing programs targeted at the MND and LDP categories and 51,000 RC Soldiers currently occupy these two categories.

The report then articulates 5 requirements derived by ASA (M&RA) to enhance RC readiness in the 12–17 POMBES years.

1. Command emphasis on medical evaluation programs including ASDRS to enforce existing standards

2. Fund and implement the Select Pre-Deployment Medical Treatment Program (SPMTP) Pilot

3. Fund Medical Evaluation Programs to include ASDRS in POMBES 12-17 to realize the DOD minimum medical and dental readiness standards

4. Examine and evaluate the RC MND/LDP community to determine medical conditions amenable to rehabilitation

5. Add RC FTS in appropriate numbers to implement "effective medical case management"

In order to fund the above requirements, $1.5B is required across the 12-17 POMBES years. The report recommends that ASA (M&RA) along with ASA (FM&C) develop a cost benefit analysis in order to influence technical guidance requiring more funding for medical readiness programs including ASDRS.

Next the report considers health insurance for RC Soldiers. After a discussion on TRICARE Reserve Select (TRS), currently available to RC Soldiers but with costs and co-pays, the report contends that DOD "should consider providing RC Members TRICARE Prime or TRICARE Prime Remote at no cost as a benefit of membership." The report concludes this area of discussion with a recommendation for another CBA developed by ASA (M&RA) and USD (P&R) to support Secretary of Defense decision making in this area.

Still in the medical arena the report recommends development of Army policy by ASA (M&RA) to screen and remove non-deployable RC Soldiers from RC units and transfer them to a TTHS account for improved management and to free the space for deployable soldiers.

The final issue under medical and dental readiness management addresses providing health care coverage to RC dependents. The report views this as a recruiting and retention incentive, but also notes that the cost may be prohibitive. Following a brief discussion of this topic the report recommends a study by ASA (M&RA) covering RC health benefits in support of the transformation to an operational force.

Topic #3 considers "Policies for Utilization and Integration of the Total Force" and contends that integrating the Army's components necessitates balancing capabilities, efficient RC utilization, and standardized employment methods. Calling for a "common period of time for employment" the report argues that "AC/RC forces be "employed as integrated force packages. Moreover, the report contends that a streamlined activation and readiness determination process would facilitate AC/RC training and employment as "integrated force packages." In order to implement this integration the report calls for a legislative proposal for a "limited Secretary of Defense-level" RC call-up authority of less than 30 thousand Soldiers for a period up to 180 days.

Topic #4 covers "Investments in Full-Time Manning of the Reserve Components" and attempts to make the case that adequate full time support is vital for an operational Reserve force. RC required full time manning levels were established in 1999 and confirmed in 2005. Currently, the Army Reserve Components' FTS requirements are 70% resourced. Supplemental funding has been being paying this bill and the report argues that "in an era of persistent conflict the Army must not be dependent on temporary funding in order to achieve its mission." Furthermore, the report contends that the Secretary of the Army ought to entertain courses of action for raising the level of FTS and then presents four options to do so:

(1) Option #1 Retain the status quo. Continue the current 70% funding level and fill the operational gaps with ADOS or other full time equivalent categories. While meeting the "operational needs" this course of action is risky since it is dependent upon contingency funds.

(2) Option #2 Retain the status quo. Continue the 70% funding level but include ADOS-RC funding programmatically in the base budget. Note this is a $490M annual bill.

(3) Option #3 Fully fund, or close to it, the 2005 revalidated FTS requirement. While eliminating OCO funding reliance for FTS, this option amounts to a tradeoff annual bill of approximately $3.1B.

(4) Option #4 Assign AC personnel to RC units to fill AGR billets and fund MILTECHs at the 95% level by 2017. Although reducing the FTS costs for the RC, this amounts to an AC 15K force structure reduction.

The report recommends Option 3and indicates it will be presented to the Senior Review Group and that the SRG should present their position to the Army Enterprise Board for decision.

Topic #5 address Equipping the Reserve Components and highlights the Army Equipping Strategy as a "reasonable means of equipping the reserve" subject to improvement in the areas of execution and affordability to guarantee an operational force RC. The report notes that Army supports DODD 1225.6 business rules concerning equipment transfer for OIF and OEF and that compliance with the rules is vital for RC HLD/DSCA mission readiness and RC execution of the "train-mobilize-deploy construct."

The report recommends further adjustment and refinement of the Army's Equipping Strategy "to ensure the RC is sufficiently equipped to support HLD/DSCA missions" and "to employ the RCs as an operational force."

Topic #6 covers Investments in Collective Training of the Reserve Components and highlights requirements for "sufficient training man-days" and access to "training facilities and ranges" in order for the RC to successfully operate within the ARFORGEN model.

The report recommends formulating a position to request "additional Annual Training and Inactive Duty for Training resources in the current 12-17 program build. The report estimates resources for this request at approximately $900M per year across the POM.

John Walsh

4/21/10